



The City of Dallas Is Seeking A City Manager



UNIQUE OPPORTUNITY

This is an extraordinary opportunity to lead a major urban city through a critical period of transition.

THE COMMUNITY

Dallas, Texas, population 1.2 million, is the eighth largest city in the U.S. and forms the heart of the largest metropolitan area in north central Texas, often referred to as the “Metroplex.” The Metroplex, a 12-county area encompassing more than 120 cities, is anchored by the City of Dallas in the east and Fort Worth on the west. Geographically, the Metroplex sits at the edge of the Texas Plains on the west and the Piney Woods on the east. Lying 200 miles north of the Gulf of Mexico, it is a land of low hills rising to more than 1,200 feet above sea level. The Dallas community of today is world-class with a diverse population located on a total land area of 384 square miles.

The City of Dallas is served by an excellent ground-based and air-based transportation network that feeds regional economic activities. DFW International Airport, a shared facility of the cities of Dallas and Ft. Worth, is one of the nation’s busiest, handling more than 60 million passengers, and is served by all major national and international airlines. Love Field also serves the Metroplex with scheduled passenger services as well as corporate flight services. Ground transportation is framed by the Metroplex’s freeway system, which provides numerous east-west and north-south corridors. Since the City is the hub of business in North Central Texas, many major highways intersect within the City, providing direct routes to other major Texas population centers. Dallas Area Rapid Transit (DART) provides public transportation around Dallas and 12 suburbs, operating light rail and commuter rail services, as well as busses and vans.

Additional information can be obtained at the City’s web site: www.dallascityhall.com and at the Greater Dallas Chamber of Commerce web site: www.gdc.org.

CITY GOVERNMENT

For many years Dallas has been recognized as a national model for effective professional management of a large and complex city organization. The City operates under the Council-Manager form of government. Beginning in 1931, the City’s legislative policy was determined by a seven-member City Council and Mayor elected at large, with a professional City Manager implementing policy. In 1991 the City Council grew to 14 Council Members elected from single-member districts and a Mayor elected at large. The Mayor is elected for four years and is limited to two consecutive terms. Council Members are elected for two-year terms and can serve up to four consecutive terms. The Council-Manager government combines citizen input—through elected Council Members—with the training and experience of a career City Manager, a public management professional, who implements policies set by the Council and is responsible for direction of the day-to-day affairs of the City.

The City Manager oversees City operations with an executive team of Assistant City Managers, each of whom has oversight responsibility for various City departments. Departmental operations and services are under the day-to-day supervision of professionally-trained Department Heads. The City of Dallas is a self-sufficient, full-service City with a total annual operating budget of \$1.7 billion and an employee workforce of approximately 12,000 FTE.

CURRENT ISSUES AND PRIORITIES

As a prelude to this recruitment, the City actively solicited input from a variety of stakeholders including the Mayor and Council, the Selection Committee appointed by the Mayor and Council, executive staff, employees and the community. Consistently these stakeholders emphasized the following:

Council/Manager Relationship – The new City Manager will be expected to quickly develop a strong relationship with the Mayor and City Council that is based on a partnership philosophy, mutual respect, trust, open communications and equal treatment to all members. The City Manager will also be expected to be actively involved in the policy development process by bringing creative ideas to the Council, and when necessary, squarely confronting difficult issues with creativity and optimism.

Business Plan – The Mayor and Council recently adopted five key priorities for the City. These include economic development, staff accountability, neighborhood quality of life, public safety, and completion of the Trinity River Corridor. The new City Manager will be expected to develop a comprehensive business plan that implements the Council’s priorities. This plan needs to include a long term financial plan, clear priorities, and outcome measures.

Community Relations – Dallas has a tradition of community engagement involving a diverse range of stakeholders. The City Manager will be expected to assist the Council as well as participate in the active engagement of the community. At the same time, the City Manager will be expected to articulate the Council’s goals and vision, while helping to attract stakeholder involvement. There is a particular interest that the City proactively builds on the community’s diversity.

Organizational Leadership – Dallas is a large, complex municipal corporation providing a full-range of services to a diverse, growing community. The organization requires an assertive, engaging, and progressive style of leadership that emphasizes employee morale, results, accountability, and innovation. There is a particular need to align the organization with the Council’s priorities and to insure that the City is properly organized, staffed and trained to deliver the highest quality customer service.

Public Safety - Like all large cities, public safety is a critical priority for the Mayor, Council and the community. The City recently appointed a new Chief of Police who is focused on the restructuring of police services to address the reduction of crime and a renewed emphasis on community policing. In addition, the multi-faceted demands associated with homeland security activities will also consume substantial attention and resources.

Economic Development – While the City currently enjoys a relatively diverse economy, strengthening its position in multiple markets will ensure that Dallas continues to build economic stability. The City Manager will be expected to be proactive about pursuing opportunities that will position Dallas as an attractive and welcoming environment for economic stability and prosperity. Priorities include a continuing commitment to a vital downtown, neighborhood revitalization, and expansion of City's economic base.

Regional Issues – As the largest city in the region, Dallas is an influential leader and advocate on regional issues. Key issues include air quality, transportation, water, tourism, and homeland security among others. Therefore, the City Manager needs to forge with the Mayor and Council, an effective intergovernmental relations program that recognizes the City's role as a regional and statewide leader.

THE IDEAL CANDIDATE

The new City Manager will assume responsibility for one of the nation's most admired cities with a tradition of quality public service, innovative solutions to city problems, and a track record of accomplishment. These traditions, in addition to the issues and priorities that have been identified, call for an experienced and talented executive. Specific qualifications are as follows:

Experience and Education

The ideal candidate will be a chief executive/high-level assistant/deputy with experience working in a medium to large urban local government entity or significant comparable private-sector experience. Successful candidates will have an extensive history of success as a leader which demonstrates a high level of competency, innovation and capability, coupled with an uncompromising record of integrity.

In addition to the above, a Bachelor's degree in a relevant field is required; a Master's degree in public or business administration is highly desirable.

Leadership Characteristics

- Visionary and inspiring leader with a commitment to serving diverse, complex, urban communities
- A professional who is interested in a strong cooperative working relationship with the Mayor and City Council and who is willing to take risks
- A people-oriented leader who willingly engages staff and the community
- Displays an evident passion for good government and quality public services
- An experienced professional who is extremely action and results-oriented
- Has the ability to establish credibility and trust skillfully and quickly among stakeholders and deal effectively with controversy
- Exhibits sensitivity to community/neighborhood concerns
- Demonstrates the ability and desire to work with diverse groups of stakeholders
- Reflects a history of attracting, hiring, and developing talented staff
- Has the ability to make tough decisions in a timely manner
- Exercises a fair and equitable approach in dealing with the City Council, staff, and citizens
- Someone who will develop a strong identification with the community, its citizenry, and its unique characteristics

Competencies and Personal Attributes

In addition to the experience, education, and leadership skills described above, the personal characteristics of the ideal candidate consist of the following:

- A well-rounded executive with a breadth of expertise in all areas of municipal government (e.g. finance, economic development, public safety, planning, public works, utilities, enterprise operations).
- An effective communicator, listener, negotiator, and consensus builder. Is personable, outgoing, and naturally engaging.
- Culturally sensitive with a deep appreciation for diversity.
- A confident and courageous professional who displays sound judgment, strong character and uncompromising integrity.
- Displays a sincere interest in helping leaders/decision makers in facilitating constructive community engagement. Takes action once decisions are made.

- Is energized by large scale challenges, opportunities, and accomplishments.
- A gifted consensus and team builder. Committed to developing staff to their greatest potential.
- Resilient and calm under pressure. Displays a good sense of humor.
- Politically astute, while remaining apolitical.

COMPENSATION AND BENEFITS

The salary for the City Manager is open and negotiable based on the qualifications of the successful candidate. The City offers an attractive benefit package, certain elements of which are negotiable, that include:

Retirement – The City has its own defined benefit retirement fund. The employee's contribution is 6.5% of salary, and the City contributes 11% of salary. The City does not participate in Social Security

Health Insurance – The City offers a health benefits package that begins on the first day of employment. Three basic options with various deductibles and dependent coverage options are available

Optional Benefits – A variety of other optional benefits are available: Accidental Death & Dismemberment, Dental Care, Vision Care, Pre-paid Legal Services, and Long-Term Care

Life Insurance – City paid \$40,000 term life plan; option to purchase additional employee and dependent coverage available

Holidays – The City provides 9 paid holidays annually

Leave Benefits – Competitive sick leave and vacation programs

Deferred Compensation – Employees may contribute to two deferred compensation (401K and 457) plans

APPLICATION PROCESS AND RECRUITMENT SCHEDULE

The review of resumes will begin **Friday, October 1, 2004**. To be considered, please submit a cover letter, list of three work-related references, indication of current salary, and a resume that reflects size (staff, budget) and scope of current/most recent organization and responsibilities. For additional information regarding this opportunity, contact:



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Following the review of resumes, candidates with the most relevant qualifications will be given interviews by the consultants in October. Those individuals determined to be best suited for the City of Dallas will be interviewed by the City Council the following month with an appointment anticipated in mid-December, upon the completion of reference and background checks.